

# **Developing Customer Personas based on Non-Member and Member Customer Profiles of Barbershop Franchise:**

Case M Room



Bachelor's thesis

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Joonas Kyllönen

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<b>Author</b>	Joonas Kyllönen	<b>Year</b> 2016
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ABSTRACT

This thesis was made for barbershop franchise company M Room. Fundamental idea of M Room -concept is to offer traditional barber services without appointment to both members and non-members. There are three different memberships which all attract different types of customers. M Room has little information concerning substantial differences between these types in terms of demographics, identifiers general barbering preferences, company specific preferences and attitude towards the concept. Goal for this thesis was to research the differences of customers representing membership types as well as customers that represent non-members and create customer personas based on the collected data to present simplified fictional characters.

Theories about customer portfolio management, market segmentation, customer profiles, customer personas and customer research were viewed to create theoretical basis for this thesis.

Primary data was collected by a customer survey. The survey was conducted during April and May of 2016 on social media to attract non-members and via email to reach members. Five customer personas who differ from each other from many parts were successfully created based on results of the survey.

As suggestions M Room should implement customer personas in marketing, customer service development and employee training. This research creates general view of M Room customers and basis for detailed follow-up customer research and service development.

**Keywords** Customer Portfolio Management, Customer Persona, Customer Profile, Customer Research

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## TIIVISTELMÄ

Opinnäytetyön toimeksiantaja on franchise liikeketju M Room. Yrityksen peruseriaate on tarjota perinteisiä parturipalveluja ilman ajanvarausta jäsen- ja kerta-asiakkaille. Jäsenyyksiä on kolme erilaista ja ne kaikki sopivat erilaisille asiakastyypeille. M Roomilla on tähän mennessä vähän tietoa asiakastyypien merkittävistä eroavaisuuksista koskien demograafisia tietoja, ulkonäöllisiä seikkoja, yleisiä parturialaa koskevia mieltymyksiä sekä mieltymyksiä ja asennetta M Roomia kohtaan. Tämän opinnäytetyön tarkoitus on tutkia jäsen- ja kerta-asiakkaiden eroavaisuuksia sekä luoda niiden pohjalta asiakaspersoonia, jotka ovat yksinkertaistettuja kuvitteellisia kuvauksia eri asiakastyypeistä.

Työssä esitellään asiakasportfolion hallinnan, markkina segmentoinnin, asiakasprofiilien, asiakaspersoonien sekä asiakastutkimuksen teoriaa, jotta tutkimukselle saadaan luotua kattava teoreettinen pohja.

Ensisijainen aineisto kerättiin asiakaskyselyn avulla. Kysely suoritettiin huhti- ja toukokuussa 2016 jakamalla sitä sosiaalisessa mediassa sekä sähköpostitse suoraan jäsenasiakkaille. Asiakaskyselyn perusteella voitiin onnistuneesti luoda viisi asiakaspersoonaa, jotka eroavat toisistaan monella osa-alueella.

Suosituksat koskevat M Roomin mahdollisuuksia käyttää persoonia markkinoinnissa, asiakaspalvelun kehityksessä sekä työntekijöiden koulutuksessa. Työ luo yleiskuvan asiakkaista sekä pohjan mahdolliselle jatkotutkimukselle ja palvelukehitykselle.

**Avainsanat** Asiakasportfolion hallinta, asiakasprofiili, asiakaspersoonaa, asiakastutkimus

**Sivut** 42 sivua, joista liitteitä 7 sivua



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# 1 INTRODUCTION

## 1.1 Background information

In Finland there are over 10 000 small business owners in the hair salons and barbershop industry from which 90% operate alone. Plenty of new hair salon businesses are being established every year and even more entrepreneurial hairdressers graduating annually. Therefore the average lifespan of a barbershop or hair salon is now only from one to two years according to Sanomalehti Karjalainen (2013). The competition is very stiff, many small shops do not have a realistic opportunity to survive if they are not capable of building unique and successfully operating business. Most common keys for building a unique barbershop is creating a distinguishable brand, building a strong network of loyal customers, doing services for needs of a niche customer segment or getting recognition for being an outstanding barber by winning awards or cutting hair of well-known people. For a small business owners the focus is more on networking for gaining loyal customers and gaining reputation of a skillful barber. Local neighbourhood small business owners have less possibilities to choose their customer segment since there is supposed to be one hair salon for every 650 citizens in Finland, if the industry as so would be profitable for everyone. Big barbershops and hair salons in heavily populated areas are more capable of choosing their target audiences. While small entrepreneurs need to market their skills and do networking, bigger barbershop companies are more focused on building strong brand. However, no matter the size of the company, the barbershop has to understand and identify their potential, most common and most profitable customers and their needs. (Karjalainen, 2013)

Barbershop customers differ from one and other in various ways. They are interested in different styles, visit their barber within different time frames, prefer different visiting days or hours and so on. Therefore a barbershop has to offer various services and recognize target audience even though the basic service concept would be the same for all customers. It is very hard for a barbershop especially for a big barbershop chain to modify the service concept according to needs every individual. This is why it easier to divide customers into need into separate groups to whose needs barbershop can more easily recognize and serve. Company is able to know better and get in touch with the customers If a single customer can be easily categorized into a customer group and the company can give an overall visualized description of a member in a specific customer group.

This thesis introduces a customer research made for a case company M Room, a company that has five clear and already existing customer groups. The purpose of the research is to understand who the customer in a specific group is and in what ways does he differ from other customer types. The goal of this thesis is to successfully introduce five customer per-

sonas that are created to represent one of M Room's customer groups. Content of this thesis includes case company introduction followed by research theory introduction. Thesis explains why specific research methods were used and how they help M Room to reach desired outcome. Research results summarized and gathered into customer persona presentations at the conclusion part. Recommendations at the of the thesis are made to support thesis conclusion and to give case company a proposal in which areas customer personas can be used in further business development.

## 1.2 Case M Room

M Room is a barbershop franchise company from Tampere, Finland and has the most recognizable barbering brands in Finland. The company has rapidly grown to be the biggest barber chain in Europe by completely focusing and advertising that their services are based on men's needs (Hämäläinen, 2016). For a long time especially in Finland men have been a difficult segment to please. M Room figured a way to make barbering experience a lot easier and more pleasant for men from all ages. Men have had difficulties to feel comfortable inside a hair salon that also serves women. They also have not had opportunities to get to know products that are designed for men's hairstyles. That is why barbers also known as grooming specialists in M Room stores are specialized in knowledge of men's hair. They are specifically trained for grooming men's hairstyles and to offer M Room's private label MGroom hair-, beard- and skincare -products designed for men's needs. (Hämäläinen, 2016)

M Room believes that men and women have completely different consumer behaviour when it comes to hairstyling and getting haircuts. Men are more impulsive and less aware of hair products. They do not like to make an appointment to a barber weeks in advance. Going to a hairdresser is a high involvement decision for women. It can be very important and relevant service for them. Men can make impulse buying decisions by deciding to get groomed even on the same day. Women engage in extended problem solving, they spent a lot of time comparing different hairstyles, prices and other aspects even weeks prior to the appointment. M Room differentiates their service from traditional pink-collar barbershops. Their service is always without appointment. Men can just basically walk right into a M Room outlet whenever they want and wait for their turn to get a haircut. (Jobber 2001, 66.)

Big part of M Room's service concept is the membership cards. Basic idea behind the cards was that customers could pay their yearly barbering expenses all at once and also skip the line of pay-per-visit customers. There are three different membership cards ranked by the benefits that they give to the customer. Silver card is the most common of the membership cards. It is also the cheapest and has the least amount of extra benefits. Next upgrade is the Gold card which has slightly better benefits and gives the customer the ability to pass all silver card holders in the queue. The card with the highest amount of benefits and the ability to pass everyone else in the queue is Platinum card. Approximately 40% of M Room customers are

membership card owners. The extra benefits include a package of free MGRoom products, different price list for extra services and gift cards for a beard shave and hair colouring.

Offering membership cards is a way to offer services to different demographic segments. Division between the cards is a matter of income level and also occupation till some extent. Some men earn more and require more luxurious and all inclusive services and some are in a constant hurry with their jobs so fast service is their priority. For others the bonus cards and additional hair products was the number one reason to buy the membership. Yet so many loyal customers do not get a membership and prefer to stay as a one-time customer.

## 2 RESEARCH OBJECTIVES

Membership cards do not really tell much about the customer's personality or appearance. Surely ownership of a membership card states that the customer is most likely more brand loyal and willing to pay for large amount of barber expenses at once. Membership card owners also usually visit the barber more frequently. Some of them travel a lot and want to use the same concept wherever they go without appointments and queueing. Some customers may be interested in membership cards because of the different price list for additional services and MGroom products. Different membership cards represent different a customer types, but to understand who the customer really is and what does he value the most, the customer type has to be analyzed carefully. By analyzing customer type's most valued benefits and the benefits that do not really add any extra value, M Room can improve the understanding of what kind of person the customer is and why did he chose the exact membership and the company in the first place.

Most of MRoom customers are still one-time customers. They can be categorized into two separate groups, occasional one-time customers and regular one-time customers. Regular one-time customers are brand loyal till some extent but do not want to get membership cards. There can be numerous of reasons why they will not buy a membership but presumably they simply do not need to cut their hair so often or they are not able or willing to pay a large amount of money at once. A membership card might not be worth their money. Many customers do not mind waiting and therefore there is not an urgent need for skipping the queue. Occasional customers come and go but are not really loyal to the brand. Analyzing preferences of one-time customers and comparing them with membership card owners M Room can increase their loyalty and understand them better. Because of the fact that occasional one-time customers are more profitable than customers who do not visit at all, their preferences should also be analyzed so that they could be drawn to visit M Room more often and eventually become regular customers.

Different membership cards and one-time customer's level of regularity represent different customer profiles. In order to set up a utilitarian customer profile, also other demographics, geographics, psychographics and behavioural characteristics should be covered. Profile that has most common and reasonable characteristics registered can be turned into customer personas. Personas represent customer's preferences and appearance. They give an overview of who the customer is.

At the moment M Room has very little information concerning their customers. All customer-oriented decisions are based on common knowledge, previous experiences and minor customer researches. M Room has not been able to intensively exploit different segments in Customer relationship management. Gathering valid consumer information into customer profiles and creating personas gives M Room an edge in target marketing. Customer preference knowledge can be utilized in design of brand products, additional services and value propositions. Knowledge can be implemented into service concept as well to increase additional sales and to make the customer service experience more personal for each persona.

This thesis answers to a research question: "What kind of customer personas are linked to member and non-member customer profiles in a barber shop chain. Case: M Room ?" In order to answer this question comprehensively, first we are going to take a look generally to Customer Portfolio Management to explain the process, value and the objective of creating customer personas. We are going to go through the research theory and the research process that was implemented in order to collect data for suitable customer profiles. In the end the personas are presented and results are followed by conclusion summary and company recommendations.

Customer personas represent M Room's existing customer profiles; Occasional one-time customer, regular one-time customer, Silver member, Gold member and Platinum member. Even though personas are made for further improving company's customer relationship management and marketing efforts, the purpose of this research is not to introduce exact solutions for those areas. This thesis simply introduces a theoretical view of how customer personas are made and presents end results of the research.

### **3 CUSTOMER PORTFOLIO MANAGEMENT**

#### **3.1 CPM**

Introduction of customer personas is one of many processes based on Customer Portfolio Management. In order to get to the point where customer personas can be created and presented, a company must go through market segmentation to divide customers into groups which are called customer



profiles. Information gathered in to the profiles can be presented using customer personas as tool.

Francis Buttle defines customer portfolio as followed: “A customer portfolio is the collection of mutually exclusive customer groups that comprise business’s entire customer base” (Buttle 2009, 125). There can be several strategically important customer segments clustered in the customer portfolio. Companies can position their customer portfolios between two extremes, all customers are treated as identicals and all customers are treated as unique. Customers have different expectations, preferences and needs that separate from each other and causes them to land in different revenue and cost profiles. Therefore not all customers can or should be managed using same methods, although in some cases it could be strategically appropriate. (Buttle 2009, 125)

Purpose of customer portfolio management (CPM) is that companies can optimize their business performance by offering differentiated value propositions to different types of customers in their customer profiles. For example in a barbershop some customers want to have the same barber every single time. As a value proposition the barbershop can offer either a possibility make an appointment to the same barber every time or a possibility to buy a membership card that allows them to choose their barber. Some customers only value service without appointment but are not willing to pay for membership cards, therefore as a part of value proposition they are prepared to wait in a line if needed. When customers are divided into different customer profiles it easier to do need recognition. By studying the preferences of customer profiles, other similarities in appearance of the customer and non-consumer related behaviour can be found. For example if buying additional hair products like hair gel is a priority when customer is getting a haircut, the customer is interested in his appearance and has a hair that requires hairgel to look good. Customer Portfolio becomes more manageable if customers divided into smaller groups. Tool and process used for dividing customers is called market segmentation. (Buttle 2009, 125)

### 3.2 Market Segmentation

Companies use segmentation to divide large market into smaller markets that can be reached more efficiently. Small markets have their unique needs that the company is trying to match. Having different value propositions for separate and more or less equal subdivisions that are divided from the general market is called market segmentation. The discipline is only valid when it is possible and reasonable to make value propositions for those segments. Segmentation involves a market research to identify and focus operations on target customers and desired market. (Kotler & Keller 2014, 240)

When market segmentation is done the company can decide what are the segments that are reasonable to serve. Customers in chosen segments are then described in customer profiles, to whom the value propositions are made for. There can be different value proposition, management approach

and target marketing for each segment. For example a barbershop can create a special membership card for those customers who take great care of their hair, are willing to pay little more and are loyal to the barbershop. Customers like that are very profitable. It is reasonable to manage these customers differently. For example by giving them free gifts and sending them email newsletters. Whereas customers who are less loyal just visit after they receive special offers and discounts. Sending constant newsletters could annoy customers who visit on an occasion. They might start searching for service elsewhere. The most simple segmentation is dividing customers by gender. For a barbershop which is focused on men there is no reason to do value propositions for women. (Kotler & Keller 2014, 240; Buttle 2009, 127)

According to Neil Kokemuller (2016) companies can segment market based demographics, geographics, psychographics or behavioural characteristics. Customer profile is a combination of all characteristics. It is a file where segmented information is collected. (Kokemuller 2016)

### **3.3 Customer Profile**

Customer portfolio consists of customer profiles, which are complete descriptions of demographic, geographic, psychographic and behavioural characteristics. Purchasing patterns, customer profitability, creditworthiness and purchasing history can also be found in the profile. The data that is being collected for customer descriptions must be limited and not too detailed. Inaccurate or too broad data is hard to analyze and use in the making of a customer personas, therefore useless. If the information is too detailed there might be too many customer profiles. (Grönroos 2001, 63)

#### **3.3.1 Demographics**

Demographics are socioeconomic characteristics which can be expressed statistically. Such information can be customer's gender, age, income level, nationality, relationship status, family size, religion and occupation. Demographic characteristics represent customer's situation in life. They are mostly used in categorizing. (Kokemuller 2016; Lin 2002)

#### **3.3.2 Geographics**

Geographics describe customer's locational factors. They can be physical locations like country, city or area where customer is living. Also locational preferences like places where customer likes to hang out, go on a holiday or do business. Nonphysical places such as an internet site can be listed in geographics. Business owners use geographic profiles and segmentation to focus and delimit their marketing and operations in order to be more effective. (Kokemuller 2016; Lin 2002)

### 3.3.3 Psychographics

Whereas geographics and demographics are used to filter and label customer groups, psychographics are more for animating and getting into detail. Psychographics categorizes the customers by their lifestyle, personality, interests and beliefs. These factors can connect people who are interested in same product even if they are from dramatically different demographic segments. An example psychographic would be customer's current mood or religious belief. (Kokemuller 2016; Lin 2002)

### 3.3.4 Behavioural Characteristics

Behavioural segmentation is used when customers are divided by their actions and behaviour towards the product. Behaviour and actions towards a product can be measured by loyalty, buying occasions, sought benefits and usage rates. Segmentation like this is mainly used for extreme detail and opposite of mass marketing. Behavioural characteristics also includes unique needs and preferences. (Lin 2002)

## 3.4 Customer Persona

Customer personas (often referred to as marketing personas or buyer personas) are fictional, generalized representations of the ideal customer based on real data reflecting their behaviour. Personas explain who the customers are, what are their goals and how do they affect their behaviour, how do they think, how do they buy and what are their motives for buying. To be more specific personas can describe customer's appearance and the most usual purchase location and time. Researching and designing customer personas helps the company to gain deeper understanding of customers' personality and buying behavior. Customer personas are designed to open up new perspectives and to put company management in the shoes of the customer. (Singh & Diamond 2012, 40.)

## 3.5 Using Customer Personas

Customer personas are used to guide marketing strategies and to develop services. There is a hierarchy of importance among different customer personas. Establishing this hierarchy dictates creation of future marketing strategies and reduces waste. Company should not waste resources and make expensive value propositions for personas that are less profitable. Different personas require different strategies and content for marketing. Marketing efforts can be segmented externally so that different personas can be targeted with content and offers they'll be most drawn to. This can increase the effectiveness of the marketing efforts in general but also internal marketing can be improved using customer personas. Improving internal marketing makes ideal customers more attracted and retained. (Harris, 2015)

Besides developing strategies for marketing management, customer personas are excellent tool for educating all levels of employees how to manage and get prepared for customer contact. Personas help employees to understand how customers make buying decisions and where they can be reached most easily. Educating and understanding these makes sales efforts more effective. Personas also have needs and wants that can be delighted with persona specifically modified products and services. Using customer personas ensures that services, customer service responses, products etc. is in align with consumers expectations and preferences. (Harris 2015; Winsauer 2013)

### 3.6 Creating Customer Personas

Creation of customer profiles which are then turned into customer personas is based on research. The data can be collected by using data mining, customer interviews and surveys. Target audience can be a mix of customers, prospects and other people in the targeted segment. Existing customers are most valuable source of information since they have already purchased the product or service and have engaged with the company. They like to be heard. Interviewing them gives them an opportunity to share their opinions, give personal insights and ways to improve the service. Customers like to have an impact on the service and product they are using. Giving them a chance to influence makes them more loyal. Customer personas are based on data collected from existing customers. If potential customers also need to be presented then data can be collected from prospects also. Prospects, referrals and third party networks represent personas to whom the company has not been able to serve. (Vaughan 2015)

Once the research is done and appropriate amount of data has been collected the commonalities and patterns can be identified. If there is not an existing segmentation for example division between different membership cards, the customers are segmented based on commonalities. The information is then linked and summarized, then implemented to an existing customer persona template. Summaries are based on response analytics and percentage charts which the author interprets and limits. For example if 75% of male respondents who are 30-40 years old prefer to do their shopping online, the information can be added to a persona summary. Therefore it can be said that example persona-A does his shopping online. Creation of customer persona requires simplified portraying solutions. There is no general guideline for where the draw the line in statistics analysis. (Vaughan 2015)

Customer persona template serves as a mold for the information that the company wants to include in customer personas. Included information should be useful, topic related and comparable. Different customer personas can be compared only if all personas are made using the same template. The number of comparable personas depend on the number of customer profiles or target audiences. The actual template is an information sheet with several subsections which represent different characteristics. Customer research and company requirements define how in-depth the

persona description is. A filled template sheet represent the characteristics of a customer persona. (Vaughan 2015)

The most simple way of presenting customer personas is filling in the customer persona template and using it as presentation tool. Customer persona template is a simple and presentable format which gives an overview of survey data and general idea of customer persona's traits. The template has to be filled with all the desired information before personas can be presented more vividly and graphically. Complexity and graphic design of the further presentations depends on company needs. Graphic designs of personas can be animated cartoons or portrays with real life people, basically whatever as long it serves the purpose of the concept. The most important thing is that customer persona presentations can effectively create clear picture of what are the drivers of each customer, who they are and how they differ from other customers. (Vaughan 2015)

### 3.7 Example Template

Customer persona template is basically an information table divided into subsections that cover similar statistics. Size and content of the subsections depend on available information and template goals.

PERSONA	*Nickname
DEMOGRAPHICS	<ul style="list-style-type: none"> <li>• Gender</li> <li>• Age</li> <li>• Income Level</li> <li>• Family Size</li> <li>• Occupation</li> </ul>
IDENTIFIERS	<ul style="list-style-type: none"> <li>• Style</li> <li>• Personality</li> <li>• Hobbies</li> </ul>
BEHAVIOURAL DRIVERS	<ul style="list-style-type: none"> <li>• What is she/he aiming to accomplish</li> <li>• How did she/he get in touch with the company</li> <li>• Habits</li> <li>• Goals</li> </ul>
PREFERENCES	<ul style="list-style-type: none"> <li>• Favorite service/product</li> <li>• Hesitations and concerns</li> <li>• Favored payment method</li> <li>• Service concept improvement propositions</li> </ul>
PROFITABILITY	<ul style="list-style-type: none"> <li>• Profitability level</li> <li>• Loyalty</li> <li>• Purchasing mindset</li> </ul>



## 4 RESEARCH BACKGROUND

### 4.1 Data Mining

It is important to figure out a right way to reach out the target customers whom the company is gathering information from. An existing customer database is the best place to start looking for right people to interview or send the surveys to. Customer database covers some demographics which is helpful in statistical analysis. For example a supermarket might have clubcard database which covers all the basic information (date of birth, address, gender, nationality) of all the club members. When customer data is being analyzed from an internal source, the discipline is called Data mining. Besides analyzing demographic data, the discipline is very valuable when the goal is to figure out customer's transactional information. If the database is valid enough, data mining gives straight answers to purchasing patterns, customer profitability, creditworthiness and purchasing history. Purchasing patterns and purchasing history can be analyzed by comparing customer's receipts, purchase transaction frequency and the variety of purchased products. Profitability and creditworthiness are found when customers are being sorted by their spendings. Data mining saves time and wastes minimal amount of resources since the data is already existing and there is no need to use incentives (like gift cards) to gather information. It helps to cover basic information, but in order to create customer personas, also deeper analysis must be made. (Buttle 2009, 143)

### 4.2 Customer Survey

Customer survey is a method of sociological research that mainly uses multiple-choice questions. It is a well-structured questionnaire that asks a series of questions in order to gather information about the customer's level of satisfaction and other related features. Participants are guided to choose an alternative that describes their mindset the most. (Blackstone 2012)

Customer survey guides customers to answer for valid and valuable questions within desired limits. Successful survey captures thoughts of real people, not just the ideas of what author assumes customers to think. The questions vary depending on business but the main goal is to get actionable information that serves company needs. Questions mainly concern customer's behavioral drivers (what customers want to accomplish and how they got in touch with the business), purchasing mindset (preconceived notions and buying expectations versus experiences) and obstacles to purchasing (hesitations and concerns towards the business, amount of additional information needed to make buying decision). Multiple-choice customer survey is a key method to analyze quantitative data. It is used to explain features of large customer groups. (Blackstone 2012)

Customer survey is very cost effective, generalizable, reliable and versatile method for gathering lots of information from many people. The survey can be sent via email, shared in social media or put in a paper form. It does

not necessarily require any incentives to get customer's response since answering to a survey should be relatively quick process and many customers would like to influence product and service development. Interviewing the same amount of people would be very time consuming and expensive if every customer would have to be reached personally. Survey reaches effectively large group of people in a large area and is a valuable method in gaining a representative picture of the characteristics, features and attitudes of big groups that can be segmented based on their answers. (Blackstone 2012)

Standardization makes survey a reliable method. If the question are phrased and presented exactly the same way to participants, a quantitative survey is way more consistant than a qualitative interview. But if the questions are poorly phrased, the survey loses its reliability. Respondents may interpret the meaning differently if the phrases are not simple enough. Well-constructed questionnaire design and simple questions produces reliable and standardized results, which can be easily compared. Well-structured survey questionnaire is consistent. Questions must be categorized in reasonable order and the amount of questions should be such that the participant does not lose interest. (Blackstone 2012)

## **5 CASE COMPANY CUSTOMER RESEARCH**

### **5.1 Research Methods**

All barbershops around the world combined M Room serves about 50 000 customers each month, which of approximately 40% are club members and the rest one-time customers. In Finland there are more than 20 000 club members. M Room has a database of club member information that includes home addresses, email addresses, membership card numbers, phone numbers and special notifications. All previous customer surveys were sent through the database via email to the club members. Last customer survey that was conducted in the spring of 2015 received 2005 responses, which is large enough sample size to understand customer mindset and divide customers into smaller generalized groups.

Since the previous survey had an appropriate response rate and already existing channel of distribution, it was natural to use customer survey as a primary research method. Sending the survey via email had no expenses and reached the customers immediately. Conducting series of interviews would have been too time consuming since the customers must have been interviewed one by one and there would have never been time to reach out as many customers as a customer survey could. The survey gave the possibility to guide the respondents to answer within desired limits, which makes it easier to collect the data into the customer profiles and turn them into customer personas. Although customer database includes membership card types and contact information, it is not accurate enough to be used in

further data mining. Therefore the only research method was customer survey. (Havice 2014)

## 5.2 Distribution

The survey was conducted online in yksjutti.fi online-survey platform and sent via email to the club members. But since the research was also supposed to cover one-time customers as well, a link to the online survey was shared on M Room's official facebook channel and on several regional M Room facebook pages. The link to the survey included also an incentive which included a lottery of three months long gold-memberships to M Room in order to get more non-members to respond. Facebook users were told to leave their email address at the end of the survey if they wanted to participate in the lottery.

## 5.3 M Room Customer Survey

The Survey had 33 multiple choice questions and one section to leave open comments on everything concerning M Room. The questions were added to understand "who the customer is" and "what does he think of the service and the concept". Most of the questions were created to guide respondents to label their customer persona. Some of the questions were there for later use and various other reasons. The survey was aimed for people who have already visited M Room at some point and had an opinion of some kind as well as experiences of the concept. All the questions can be found from appendix 1.

The survey was written in Finnish and it was made for Finnish customers because M Room has already established a strong customer base in Finland and has more regular customers there than all the other countries combined. The purpose of the survey was briefly explained at the beginning of the page. There was also a mention about the lottery and possibility to leave comments concerning M Room.

## 5.4 Case Company Customer Survey Questions

### Demographics

#### Question 1. What is your Age?

- 16-19 years
- 20-24 years
- 25-30 years
- 31-40 years
- 41-50 years
- More than 50 years

#### Question 21. What is your Occupation?

- Student
- Official



- Superior
- Manager
- Retiree
- Entrepreneur
- Unemployed
- Something else

Question 22. What is your Monthly Income?

- Less than 2000€
- 2000-4000€
- 4000-7000€
- 7000-10 000€
- More than 10 000€

Question 23. What is your Marital Status and Family Size?

- Single
- In a relationship
- In a relationship and one child
- In a relationship and multiple children
- Single parent

Question 24. Do you own a car?

- Yes
- No

All of the questions concerning demographics were obligatory and made respondents to choose from most suitable alternative. These questions were asked to understand the demographic background of the customer based on facts, not opinions or perception. By combining the occupation and income level with the customer type it can be possible to estimate if wealth and position has a role in defying the customer type.

Identifiers

Question 25. How much do you travel?

- Very little
- Sometimes, but rarely outside the country
- Regularly
- Very much and often outside the country

Question 30. How much do you use social media?

- I do not use social media
- I use Facebook but only on my computer
- I use a couple of social media channels on my mobile device and on my computer
- I use several social media channels on my mobile device and on my computer
- I spent a lot of time in several different social media channels posting pictures, tweeting and commenting on channels

Question 31. How would you describe yourself as physical exerciser?

- I do not do any physical exercises
- I do physical exercises occasionally
- I exercise regularly
- I exercise actively and goal-oriented
- I train and compete in a sport

Question 32. How would you describe your style of clothing?

- I dress up comfortably without caring how I look
- I dress up according to timeless dress-code
- My style varies among current trends
- I dress up according the latest street fashion
- I have my own style that does not follow any trend

All of the questions concerning Identifiers were obligatory and made respondents to choose from most suitable alternative. Identifiers include psychographical and behavioural characteristics that define customers appearance and leisure time activities. Knowing how much the customer is traveling gives significant information in improving mobility and flexibility of the service. Traveling persona might be interested in traveling related brand products as well. Social media usage rate indicates how much the customer is spending time in social media and which channels he follows. It is important to understand which channels should be managed in order to communicate with customers who are keen on using social media. Social media communication includes advertising and newsletters.

Physical exercising volume and clothing style reveal a great deal of customers attitude, trend awareness and physical appearance. Man who lives an active and healthy lifestyle is in good shape and might be interested in sports and gym related brand products. He attends in sports events where M Room could do event marketing and gain more members. Marketing output can be tailored according to customers looks. Fashionable men pay more attention to advertising which include trendy people. Whereas men who prefer more traditional look might not be interested in high-end fashion adverts. In beauty and fashion industry it is important to figure out if there are connections between a certain looks or styles and customer types.

#### Barbering Preferences

Question 4. How often do you visit a barbershop?

- Once or twice a week
- Once in two weeks
- Once in three weeks
- Once in four or five weeks
- Once in five or seven weeks
- Once in eight or ten weeks
- Four to five times a year

Question 5. What is your most common hour to visit a barbershop?

- 8 am - 12 am
- 12 am - 3 pm
- 3 pm - 5 pm
- 5 pm - 8 pm

Question 6. What hour would you prefer to visit a barbershop?

- am - 8 am
- am - 12 pm
- 12 pm - 3 pm
- 3 pm - 6 pm
- pm - 8 pm
- pm - 11 pm

Question 7. What are your two favorite days to visit a barbershop?

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday

Question 8. Do you also ask your barber to shave you when you get a groom?

- Never
- Sometimes
- Quite often
- Almost every time

Question 9. Have you ever coloured your hair when visiting a barbershop?

- Never
- Sometimes
- Almost every time

Question 26. How would you describe your hairstyle?

- Short and groomed
- Trendy
- Cut according to latest fashion
- Classical stylish
- I have my own style

Question 27 How would you describe your hair product usage?

- I barely use any products
- I use shampoo and occasionally style my hair
- I use shampoo and often style my hair
- I use variety of conditioners and often style my hair

- I use carefully every possible hair product and always style my hair

Question 28. Which of the following products/services have you bought with a hair cut?

- Hair styling product
- Hair care device (f.e. comb)
- Hair wash product
- Hair colouring
- Skin care product
- Shave
- Beard or moustache related product
- Beard styling
- Nothing from above

Question 29. Which of the following products/services would you like to buy with a hair cut?

- Hair styling product
- Hair care device (f.e. comb)
- Hair wash product
- Hair colouring
- Skin care product
- Shave
- Beard or moustache related product
- Beard styling

Questions 4, 5, 6, 8, 9, 26 and 27 concerning behavioural characteristics towards barbering preferences were obligatory and made respondents to choose the most suitable alternative. Question 7 gave the respondent a possibility to choose two favorite alternatives. Questions 29 and 28 gave the respondent a possibility to choose as many alternatives as they like. Barbering preferences mean customers habits and interests when they visit a barbershop in general. These questions were not M Room specific.

Question “4. How often do you visit a barbershop?” helps to understand the barbershop visit interval of each customer type. If there is a clear difference in the time frame of barbershop visit between customer types, it is easier for barbers to guide customers to acquire most suitable membership. Same applies to customer’s favorite hour of visit a barbershop. If the most usual visiting hour differs from the most desired hour it can be deduced that some customer types are forced to visit in a certain hour because of queues or other matters. It is known that the most common days to get a haircut are friday and saturday because men usually save their barber visit till the end of the week. Special events and parties are usually held during the weekend, men time their barbershop visit right before those. The respondents had two answers to choose from. Presumably they choose either friday or saturday then there is one of the remaining weekdays to choose from. M Rooms are open from monday to saturday and some customers might consider sunday to be the most suitable day to get a haircut.

Hair care and styling is in more high involvement -position for some customer types. Questions 8, 9 and 27 try to figure out if additional services hair colouring, shaving, hair styling and hair care products are more important for certain types of customer. Additional sales in the barbershop can be increased significantly if customer's buying behaviour has been profiled. Therefore questions 28 and 29 charts respondents buying history and attitude towards potential sales. Question 26 is there to enliven customer personas appearance and to chart description of preferred hair style .

#### M Room Specific Preferences

Question 10. What is the most important aspect of M Room's service?

- Affordable Prices
- Swiftness of the Service
- Service without Appointment
- Possibility to pay annual fee at once
- Professional Skills of the Barber
- M Room Brand
- Possibility to use the same concept in different Locations

Question 11. What made you interested for M Room's services?

- The location of the shop
- A friend suggested
- An advert
- Familiar barber
- An Offer/Gift card
- Something Else

Question 10 and 11 goes through customer's behavioural characteristics towards M Room. Both of the question were obligatory and made respondents to choose the most suitable alternative. These questions sort out the main reasons for M Room's success according to each customer type. Responses to question 10 are tailored to be bound to the customer type but question 11 gives very individualistic responses. Question 11 "what made you interested for M Room's services?" was added for other research but the data can be added to the profiles if the answers are consistent and recurrent enough.

#### M Room Specific Preferences for Members only

Question 14. How did you become a member?

- I used to be a one-time customer
- Barber recommended
- A Friend recommended
- An Add inspired me to become a member

Question 15. What is most important in being a member?

- Bonuscards
- Lower prices for products

- A right to skip the queue
- Possibility to use the same concept in different Locations
- Unlimited amount of haircuts for an annual fee

Question 16. What is the second most important in being a member?

- Bonuscards
- Lower prices for products
- A right to skip the queue
- Possibility to use the same concept in different Locations
- Unlimited amount of haircuts for an annual fee

Question 17. What is the third most important in being a member?

- Bonuscards
- Lower prices for products
- A right to skip the queue
- Possibility to use the same concept in different Locations
- Unlimited amount of haircuts for an annual fee

Question 19. Which one is more important?

- Unlimited amount of haircuts for an annual fee
- A right to skip the queue

There can be multiple reasons and ways to become a loyal member. Question 14 lists four most common ways how customers became a member. The question was not obligatory as respondents were supposed to answer only if one of the alternatives represented the way they became a member. Besides understanding the way how the customers became a member, the question measures level of word-of-mouth advertising and barbers ability to influence purchase decision.

Questions 15 to 17 are highly important in defining differences between member types. They reveal member's true motivation towards the membership. Membership service concepts can be modified according to customer's needs if customer profile consists ranking of most valuable attributes. Question 19 limits the answers down to two most common which usually have an effect on each other.

Attitude towards M Room

Question 12. How would you describe M Room?

- Cheap
- Different
- Easy
- Expensive
- Classical
- High-Quality
- Masculine
- Modern
- Boyish

- Trendy
- Classy

Question 13. What would you like M Room to be more?

- Cheap
- Different
- Easy
- Expensive
- Classical
- High-Quality
- Masculine
- Modern
- Boyish
- Trendy
- Classy

Questions 12 and 13 were obligatory and made the respondent to choose three most suitable alternatives from list, assuming that combination of the three features would build an overview image of customer's thoughts and attitude towards M Room. The chosen words were very simple, powerful and left no space for misinterpretation. For example if the respondent would answer question 13 with words: Cheap, Modern and Easy, that would mean that he wants M Room to be less expensive, up to date modern and easier to get service from.

## 5.5 Case company customer persona template

### M Room Customer Persona Template

M Room customer persona template was created based on the previously mentioned questions which were made for labeling customer personas. Presented traits are based on most common answers and each question analyzed separately. Template has five different subsections; Demographics, Identifiers, Barbering Preferences, M Room Preferences and Attitude towards M Room. At the bottom of the template there is a short summary of standout traits and preferences. Template was designed to be simple and presentable as it is. Each persona is simply named after their customer type.

#### Demographics

- Age (Question 1.)
- Occupation (Question 21.)
- Income Level (Question 22.)
- Marital Status (Question 23.)
- Car ownership (Question 24.)

#### Identifiers

- Clothing Style (Question 32.)

- Exercising Level (Question 31.)
- Traveling (Question 25.)
- Social Media Usage Rate (Question 30.)

#### Barbering Preferences

- Hair Style (Question 26.)
- Barbershop visit interval, favored visiting day (Question 4. and 7.)
- Interest towards hair colouring and shaving (Question 8. and 9.)
- Shampoo, conditioner and hair styling product usage rate (Question 27.)
- Interest towards products or services (Question 29.)

#### M Room Specific Preferences

- Most common visiting hour (Question 5. and 6.)
- Product preferences (Question 28.)
- What made him to visit M Room for the first time? (Question 11.)
- How did he became a member? (Question 14.)
- Most important in M Room service? (Question 10.)
- Most important in M Room membership? (Question 15.-17. and 19.)

#### Attitude towards M Room

- How he describes M Room? (Question 12.)
- What M Room should be more? (Question 13.)

“ Short summary of standout traits and preferences “

## 6 RESEARCH RESULTS

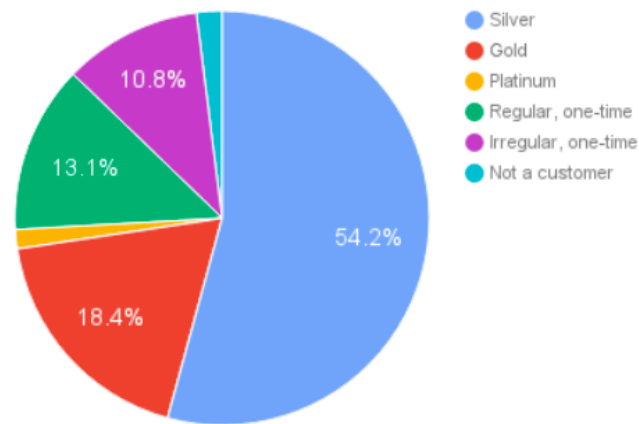
### 6.1 Survey Implementation

The customer survey was posted on M Room Finland's Facebook site and sent via email to the club members on 11th of April 2016 and closed on 12th of March 2016. The survey received 3230 responses.

Responses:

Silver 1752 54,3%  
Gold 594 18,4%  
Regular, one-time 423 13,1%  
Irregular, one-time 349 10,8%  
Platinum 48 1,4%  
Not a customer 64 2%



**Responses**

M Room members are known to be very loyal and to say their opinions out loud. They like to share their experiences and possible concept improvements. Members are motivated to answer and they do not require grand incentives to make them respond to a survey. Therefore there was also over thousand open comments concerning various things such as opinions on company website, service feedback and new product proposals. The open comments represented individual opinions and very small details. The content of the comments was not consistent enough to be added as part of the customer research.

One-time customers represent 60% share of M Room's customer base. In this research only 25,9% of customers were non-members. The email that was sent to members did not reach one-time customers. Facebook post attracted both members and non-members. Members were reached more effectively. 2 % of the respondents claimed that they had never been M Room's customers but were interested in the survey anyway. Not a customer- customer type was added to reduce errors as the survey was meant for people who have experienced M Room's services. Their answers were removed from the result summary.

## 6.2 SILVER

### “SILVER”

#### Demographics

- 35-years-old
- Working as an Official
- Earns 3000€ a month
- In a relationship
- Owns a car

#### Identifiers

- Travels sometimes, but rarely outside the country
- Uses a couple of different social media channels on mobile device and on computer
- Exercises regularly
- Dresses up according to a timeless dress-code

#### Barbering Preferences

- Short and groomed hairstyle
- Visits barber every three weeks preferably on friday
- Does not buy shaves or color his hair.
- Washes his hair with shampoo and often styles his hair
- Interested in hair styling products and skin care products

#### M Room Specific Preferences

- Usually visits M Room between 12 am and 3 pm, because of queues.
- Occasionally buys hair styling products and once in awhile hair care products
- Location of the shop made him to choose M Room
- Was a one-time customer before signing up for a membership
- Values service without appointment and professional skills of the barber
- Most important thing in membership is unlimited amount of haircuts for an annual fee

#### Attitude Towards M Room

- Concept is Easy and High-Quality
- M Room be cheaper and more high-quality

“ A 35-year-old man who takes good care of his looks and gets an average salary. He pays attention to the prices and settles for basic services only. He is M Room member because he visits a barber frequently and wants to get unlimited amount of haircuts for annual pay.”

Question 1.	<ul style="list-style-type: none"><li>• 31-40, 31,4%</li></ul>
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Question 4.	<ul style="list-style-type: none"> <li>Once in three weeks, 40,6%</li> </ul>
Question 5.	<ul style="list-style-type: none"> <li>12 am - 3 pm, 34,8 %</li> </ul>
Question 6.	<ul style="list-style-type: none"> <li>3 pm - 6 pm 30,4 %</li> </ul>
Question 7.	<ul style="list-style-type: none"> <li>Friday, 44,6%</li> </ul>
Question 8.	<ul style="list-style-type: none"> <li>Never, 73%</li> </ul>
Question 9.	<ul style="list-style-type: none"> <li>Never, 77,3%</li> </ul>
Question 10.	<ul style="list-style-type: none"> <li>Service without Appointment, 29%</li> <li>Professional Skills of the Barber, 26,7%</li> </ul>
Question 11.	<ul style="list-style-type: none"> <li>The location of the shop, 33,5%</li> </ul>
Question 12.	<ul style="list-style-type: none"> <li>Easy, 71,3% High-Quality 46,6%</li> </ul>
Question 13.	<ul style="list-style-type: none"> <li>Cheap 64,2%, High-Quality 52%</li> </ul>
Question 14.	<ul style="list-style-type: none"> <li>I used to be a one-time customer, 54,7%</li> </ul>
Question 15 - 17.	<ul style="list-style-type: none"> <li>1. Unlimited amount of haircuts for an annual fee, 70,1 %</li> <li>2. A right to skip the queue 29,9 %</li> </ul>
Question 19.	<ul style="list-style-type: none"> <li>Unlimited amount of haircuts for an annual fee 70,1%</li> </ul>
Question 21.	<ul style="list-style-type: none"> <li>Official, 38,6%</li> </ul>
Question 22.	<ul style="list-style-type: none"> <li>2000-4000€, 41,3%</li> </ul>
Question 23.	<ul style="list-style-type: none"> <li>In a relationship 31,2%</li> </ul>
Question 24.	<ul style="list-style-type: none"> <li>Yes (owns a car), 77%</li> </ul>
Question 25.	<ul style="list-style-type: none"> <li>Sometimes, but rarely outside the country 39,6%</li> </ul>
Question 26.	<ul style="list-style-type: none"> <li>Short and groomed, 59,9%</li> </ul>
Question 27.	<ul style="list-style-type: none"> <li>I use shampoo and often style my hair, 41,3%</li> </ul>
Question 28.	<ul style="list-style-type: none"> <li>Hair styling product, 76,3%, Hair wash product, 35,9%</li> </ul>
Question 29.	<ul style="list-style-type: none"> <li>Hair styling product, 32,2% Skin care product 24,1%</li> </ul>
Question 30.	<ul style="list-style-type: none"> <li>I use a couple of social media channels on my mobile device and on my computer, 47%</li> </ul>
Question 31.	<ul style="list-style-type: none"> <li>I exercise regularly, 41,7%</li> </ul>
Question 32.	<ul style="list-style-type: none"> <li>I dress up according to timeless dress-code, 52,1 %</li> </ul>

## 6.3 GOLD

### “GOLD”

#### Demographics

- 35-year-old
- Working as an Official
- Earns 4000€ a month
- In a relationship and has kids
- Owns a car

#### Identifiers

- Travels much
- Uses a couple of different social media channels on mobile device and on computer
- Exercises regularly
- Dresses up according to a timeless dress-code

#### Barbering Preferences

- Short and groomed hairstyle
- Visits barber every three weeks preferably on friday
- Occasionally buys a shave when getting a haircut. Does not color his hair.
- Washes his hair with shampoo and often styles his hair
- Interested in hair styling products and skin care products

#### M Room Specific Preferences

- Usually visits M Room between 3 pm and 5 pm
- Occasionally buys hair styling products and once in awhile hair care products
- Location of the shop and friend's recommendation made him to choose M Room
- Was a one-time customer before signing up for a membership
- Values service without appointment and professional skills of the barber
- Unlimited amount of haircuts for an annual fee and a right to skip the queue are almost equally important

#### Attitude Towards M Room

- Concept is Easy and High-Quality
- M Room should be more high-quality and cheaper

” A Man who takes good care of his looks. He is 35 years old, travels more than average and earns well. He consumes multiple different MGroom – products and values the right to advance through the queue”

Question 1.	<ul style="list-style-type: none"><li>• 31-40, 38,5%</li></ul>
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Question 4.	<ul style="list-style-type: none"> <li>Once in three weeks, 42,7%</li> </ul>
Question 5.	<ul style="list-style-type: none"> <li>3 pm - 5 pm, 31,8 %</li> </ul>
Question 6.	<ul style="list-style-type: none"> <li>3 pm - 6 pm 31,4 %</li> </ul>
Question 7.	<ul style="list-style-type: none"> <li>Friday, 42,6%</li> </ul>
Question 8.	<ul style="list-style-type: none"> <li>Never, 46,1 Some times 45% Others 8,9%</li> </ul>
Question 9.	<ul style="list-style-type: none"> <li>Never, 65%</li> </ul>
Question 10.	<ul style="list-style-type: none"> <li>Service without Appointment, 26,7%</li> <li>Professional Skills of the Barber, 25,9%</li> </ul>
Question 11.	<ul style="list-style-type: none"> <li>The location of the shop, 28,4% A friend suggested, 28,1%</li> </ul>
Question 12.	<ul style="list-style-type: none"> <li>Easy, 77% High-Quality 49,1%</li> </ul>
Question 13.	<ul style="list-style-type: none"> <li>High-Quality 57,8% Cheap 49,7%</li> </ul>
Question 14.	<ul style="list-style-type: none"> <li>I used to be a one-time customer, 50,8%</li> </ul>
Question 15 - 17.	<ul style="list-style-type: none"> <li>1. Unlimited amount of haircuts for an annual fee, 50,6 %</li> <li>2. A right to skip the queue 42,2 %</li> </ul>
Question 19.	<ul style="list-style-type: none"> <li>Unlimited amount of haircuts for an annual fee, 52,9 %</li> </ul>
Question 21.	<ul style="list-style-type: none"> <li>Official, 40,2%</li> </ul>
Question 22.	<ul style="list-style-type: none"> <li>2000-4000€, 42,5%, 4000-7000€ 31,9%</li> </ul>
Question 23.	<ul style="list-style-type: none"> <li>In a relationship 32,2% In a Relationships and has kids 42,2%</li> </ul>
Question 24.	<ul style="list-style-type: none"> <li>Yes (owns a car), 80,5%</li> </ul>
Question 25.	<ul style="list-style-type: none"> <li>Regularly 21,5% Very much and often outside the country 29,2% = 50,7%</li> </ul>
Question 26.	<ul style="list-style-type: none"> <li>Short and groomed, 63,9%</li> </ul>
Question 27.	<ul style="list-style-type: none"> <li>I use shampoo and often style my hair, 39,5%</li> </ul>
Question 28.	<ul style="list-style-type: none"> <li>Hair styling product, 72,8%, Hair wash product, 47,2%</li> </ul>
Question 29.	<ul style="list-style-type: none"> <li>Hair styling product, 27,9% Skincare products 29,2%</li> </ul>
Question 30.	<ul style="list-style-type: none"> <li>I use a couple of social media channels on my mobile device and on my computer, 49,1%</li> </ul>
Question 31.	<ul style="list-style-type: none"> <li>I exercise regularly, 42%</li> </ul>
Question 32.	<ul style="list-style-type: none"> <li>I dress up according to timeless dress-code, 53,1 %</li> </ul>

## 6.4 PLATINUM

### Demographics

- 45-year-old
- Working as an Entrepreneur/Manager
- Earns 5000€ a month
- In a relationship
- Owns a car

### Identifiers

- Travels very much and often outside the country
- Uses a couple of different social media channels on mobile device and on computer
- Exercises regularly
- Dresses up according to a timeless dress-code

### Barbering Preferences

- Short and groomed hairstyle
- Visits barber every three weeks preferably on friday
- Often buys a shave when getting a haircut. Potentially interested in beard styling. Does not color his hair.
- Washes his hair with shampoo and often styles his hair
- Interested in hair styling, hair wash and skin care products.

### M Room Specific Preferences

- Usually visits M Room between 3 pm and 5 pm
- Occasionally buys hair styling products and hair wash products
- Location of the shop and friend's recommendation made him to choose M Room
- Was a one-time customer before signing up for a membership
- Values swiftness of the service and professional skills of the barber
- Unlimited amount of haircuts for an annual fee and a right to skip the queue are almost equally important

### Attitude Towards M Room

- Concept is Easy, High-Quality and different from others.
- M Room should be more high-quality and modern.

"Mobile and wealthy 45-year-old. He is a man with a successful career and he finds it particularly important to receive swift and precise service without queuing. He is willing to try variety of products and services that M Room has to offer. Prices are not an issue for this him"

Question 1.	• 41-50, 39,1%
Question 4.	• Once in two weeks, 37%
Question 5.	• 3 pm - 5 pm, 30,4 %

Question 6.	<ul style="list-style-type: none"> <li>• 3 pm - 6 pm 41,3 %</li> </ul>
Question 7.	<ul style="list-style-type: none"> <li>• Friday, 47,8%</li> </ul>
Question 8.	<ul style="list-style-type: none"> <li>• Never, 39,1% Some times 30,4% Others 30,4%</li> </ul>
Question 9.	<ul style="list-style-type: none"> <li>• Never, 56,5%</li> </ul>
Question 10.	<ul style="list-style-type: none"> <li>• Swiftness of the Service 23,9%</li> <li>• Professional Skills of the Barber, 34,8%</li> </ul>
Question 11.	<ul style="list-style-type: none"> <li>• The location of the shop, 28,3% A friend suggested, 26,1% Other 28.3 %</li> </ul>
Question 12.	<ul style="list-style-type: none"> <li>• Easy 56,5% High-Quality 47,8% Different 45,7%</li> </ul>
Question 13.	<ul style="list-style-type: none"> <li>• High-Quality 67,4% Modern 34,8%</li> </ul>
Question 14.	<ul style="list-style-type: none"> <li>• I used to be a one-time customer, 31,1%</li> </ul>
Question 15 - 17.	<ul style="list-style-type: none"> <li>• 1. A right to skip the queue 51,2%</li> <li>• 2. Unlimited amount of haircuts for an annual fee 51,2 %</li> </ul>
Question 19.	<ul style="list-style-type: none"> <li>• Unlimited amount of haircuts for an annual fee, 65 %</li> </ul>
Question 21.	<ul style="list-style-type: none"> <li>• Entrepreneur 28,3% Manager 26,1%</li> </ul>
Question 22.	<ul style="list-style-type: none"> <li>• 4000-7000€, 50%</li> </ul>
Question 23.	<ul style="list-style-type: none"> <li>• In a relationship 32,6%</li> </ul>
Question 24.	<ul style="list-style-type: none"> <li>• Yes (owns a car), 87%</li> </ul>
Question 25.	<ul style="list-style-type: none"> <li>• Very much and often outside the country 37%</li> </ul>
Question 26.	<ul style="list-style-type: none"> <li>• Short and groomed, 54,3%</li> </ul>
Question 27.	<ul style="list-style-type: none"> <li>• I use shampoo and often style my hair, 30,4%</li> </ul>
Question 28.	<ul style="list-style-type: none"> <li>• Hair styling product, 50%, Hair wash product, 50%</li> </ul>
Question 29.	<ul style="list-style-type: none"> <li>• Hair styling product, 31% Hair wash product 21,4%, Skin care product 21,4%, Beard styling 21,4%</li> </ul>
Question 30.	<ul style="list-style-type: none"> <li>• I use a couple of social media channels on my mobile device and on my computer, 50%</li> </ul>
Question 31.	<ul style="list-style-type: none"> <li>• I exercise regularly, 45,7%</li> </ul>
Question 32.	<ul style="list-style-type: none"> <li>• I dress up according to timeless dress-code, 63%</li> </ul>

## 6.5 REGULAR ONE-TIME CUSTOMER

### Demographics

- 25-year-old
- Working as an Official
- Earns 2000€ a month
- In a relationship
- Owns a car

### Identifiers

- Travels sometimes but rarely outside the country
- Uses a couple of different social media channels on mobile device and on computer
- Exercises regularly
- Dresses up according to a timeless dress-code

### Barbering Preferences

- Short and groomed hairstyle
- Visits barber once in four or five weeks preferably on friday
- Never buys a shave or hair coloring when getting a haircut.
- Washes his hair with shampoo and often styles his hair
- Interested in hair styling products and skincare products

### M Room Specific Preferences

- Usually visits M Room between 12 am and 3 pm, because of queues.
- Occasionally buys hair styling products and hair wash products
- Location of the shop made him to choose M Room
- Values Professional Skills of the Barber and Service without Appointment

### Attitude Towards M Room

- Concept is Easy and High-Quality
- M Room should be cheaper and easier

” Conventional and price conscious 25-year-old official. He chooses M Room because it is easy and high-quality. He does not visit barber often enough to become a member ”

Question 1.	• 25-30, 28,2%
Question 4.	• Once in four or five weeks, 39,9%
Question 5.	• 12 am - 3 pm, 34 %
Question 6.	• 3 pm - 6 pm, 32,6 %
Question 7.	• Friday, 47,9%



Question 8.	<ul style="list-style-type: none"> <li>• Never, 79,6%</li> </ul>
Question 9.	<ul style="list-style-type: none"> <li>• Never, 73,9%</li> </ul>
Question 10.	<ul style="list-style-type: none"> <li>• Professional Skills of the Barber, 37,1%</li> <li>• Service without Appointment, 32,9%</li> </ul>
Question 11.	<ul style="list-style-type: none"> <li>• The location of the shop, 31,5%</li> </ul>
Question 12.	<ul style="list-style-type: none"> <li>• Easy 64,3% High-Quality 56,6%</li> </ul>
Question 13.	<ul style="list-style-type: none"> <li>• Cheap 83,6% Easy 43%</li> </ul>
Question 14.	-
Question 15 - 17.	-
Question 21.	<ul style="list-style-type: none"> <li>• Official 38,7%</li> </ul>
Question 22.	<ul style="list-style-type: none"> <li>• 2000-4000€, 47,9%</li> </ul>
Question 23.	<ul style="list-style-type: none"> <li>• In a relationship 38,3%</li> </ul>
Question 24.	<ul style="list-style-type: none"> <li>• Yes (owns a car), 69,7%</li> </ul>
Question 25.	<ul style="list-style-type: none"> <li>• Sometimes but rarely outside the country 40,4%</li> </ul>
Question 26.	<ul style="list-style-type: none"> <li>• Short and groomed, 47,7%</li> </ul>
Question 27.	<ul style="list-style-type: none"> <li>• I use shampoo and often style my hair, 40,1%</li> </ul>
Question 28.	<ul style="list-style-type: none"> <li>• Hair styling product, 77,9%, Hair wash product, 35%</li> </ul>
Question 29.	<ul style="list-style-type: none"> <li>• Hair styling product, 35,9% Skin care products 24,5%</li> </ul>
Question 30.	<ul style="list-style-type: none"> <li>• I use a couple of social media channels on my mobile device and on my computer, 41,1%</li> </ul>
Question 31.	<ul style="list-style-type: none"> <li>• I exercise regularly, 38%</li> </ul>
Question 32.	<ul style="list-style-type: none"> <li>• I dress up according to timeless dress-code, 41,1%</li> </ul>

## 6.6 OCCASIONAL ONE-TIME CUSTOMER

### Demographics

- 25-years-old
- Working as an Official
- Earns 2000€ a month
- Single
- Owns a car

### Identifiers

- Travels sometimes but rarely outside the country
- Uses a couple of different social media channels on mobile device and on computer
- Exercises regularly
- Dresses up according to a timeless dress-code

### Barbering Preferences

- Short and groomed hairstyle
- Visits barber once in four or five weeks preferably on friday
- Never buys a shave or hair coloring when getting a haircut.
- Washes his hair with shampoo and often styles his hair
- Interested in hair styling and hair wash products

### M Room Specific Preferences

- Usually visits M Room between 12 am and 3 pm, because of queues.
- Occasionally buys hair styling products
- Location of the shop made him to choose M Room
- Values Professional Skills of the Barber and Service without Appointment

### Attitude Towards M Room

- Concept is Easy and High-Quality
- M Room should be cheaper and more high-quality

” A man who cares about his appearance and earns less than average M Room customer. He is 25-year-old and does not visit M Room often because finds it expensive and not special enough “

Question 1.	• 25-30, 30,8%
Question 4.	• Once in four or five weeks, 25,6%
Question 5.	• 12 am - 3 pm, 32,5 %
Question 6.	• 3 pm - 6 pm, 33,9 %
Question 7.	• Friday, 47,3%

Question 8.	<ul style="list-style-type: none"> <li>• Never, 78,9%</li> </ul>
Question 9.	<ul style="list-style-type: none"> <li>• Never, 61%</li> </ul>
Question 10.	<ul style="list-style-type: none"> <li>• Professional Skills of the Barber, 35,9%</li> <li>• Service without Appointment, 29,1%</li> </ul>
Question 11.	<ul style="list-style-type: none"> <li>• The location of the shop, 29,6%</li> </ul>
Question 12.	<ul style="list-style-type: none"> <li>• Easy 57,3% High-Quality 43%</li> </ul>
Question 13.	<ul style="list-style-type: none"> <li>• Cheap 74,4% High-Quality 44,2%</li> </ul>
Question 14.	-
Question 15 - 17.	-
Question 21.	<ul style="list-style-type: none"> <li>• Official 40,7%</li> </ul>
Question 22.	<ul style="list-style-type: none"> <li>• 2000-4000€, 47,3%</li> </ul>
Question 23.	<ul style="list-style-type: none"> <li>• Single 35,9%</li> </ul>
Question 24.	<ul style="list-style-type: none"> <li>• Yes (owns a car), 72,6%</li> </ul>
Question 25.	<ul style="list-style-type: none"> <li>• Sometimes but rarely outside the country 36,8%</li> </ul>
Question 26.	<ul style="list-style-type: none"> <li>• Short and groomed, 53,6%</li> </ul>
Question 27.	<ul style="list-style-type: none"> <li>• I use shampoo and often style my hair, 34,2%</li> </ul>
Question 28.	<ul style="list-style-type: none"> <li>• Hair styling product, 65,8%, Hair wash product, 32,8%</li> </ul>
Question 29.	<ul style="list-style-type: none"> <li>• Hair styling product, 36,1% Hair wash products 26,8%</li> </ul>
Question 30.	<ul style="list-style-type: none"> <li>• I use a couple of social media channels on my mobile device and on my computer, 45,6%</li> </ul>
Question 31.	<ul style="list-style-type: none"> <li>• I exercise regularly, 37,9%</li> </ul>
Question 32.	<ul style="list-style-type: none"> <li>• I dress up according to timeless dress-code, 35,9%</li> </ul>

## 7 CONCLUSION

The research was a success. The data that was given by customers was useful and applicable for creating five customer personas which are distinct from each other. Customer personas successfully present customer's personal drivers, buying behaviour, identifiers and demographic information in a way that personas can be compared with each other. Each profile had clear patterns relative to demographic, geographic, psychographic and behavioural characteristics. The end results answer to research question: "What kind of customer personas are linked to member and non-member customer profiles in a barber shop chain?"

The research reveals that even though M Room customers are vocal about their opinions they are in general very conservative. They do not describe themselves to dress up according to latest fashion or having their own style of clothing. They simply dress up according to timeless dress-code. Their hairstyle is short and groomed and they use limited variety of hair products. Very few customers have taken hair colouring but most of them owns a car. Although the customers consider themselves average looking old fashioned men, they are still modern in sense that they use at least a couple of social media channels on their mobile device and on their computer. They also do physical exercises or go to gym regularly.

When personas are being compared the first thing that is noticeable is that personas who have more expensive membership also earn more. The average age and the position in occupation gets higher the more expensive the membership gets. Platinum customer earns merely twice as much and is almost twice the age of Occasional one-time customer. All in all the more involved the customer persona is with M Room the more likely he is a well earning family man in a relationship who either has to travel more or has more income to spend on traveling.

Service wise, only Platinum and Gold personas buy shaves. They value the right to skip the queue merely as much as unlimited amount of haircuts for an annual fee. Service without appointment and professional skills of the barber are the most valued attributes of M Room service to every other persona except Platinum who values swiftness of the service over service without appointment. Platinum is also interested in more wide selection of services than any other persona.

It is common knowledge that Thursday and Friday are the most common days to get groomed. Every persona prefers Friday because men want to look good on weekend. One-time customers and Silver member are forced to visit their local M Room earlier than they would prefer. They visit M Room between 12 am - 3 pm because Gold and Platinum members use their right to skip the queue at 3pm to 5 pm, which is everyone's favorite time of the day.

Customers think that M Room is easy and high-quality. Yet every persona thinks that the concept should be even more high-quality. Customers' decision to rank professional skills of the barber as most important attribute in M Room service also reflects the need for quality. One-time customer is more concerned about prices than members. Regular one-time customer chooses not to be a member because he does not visit M Room often enough to get his money's worth. Members visit M Room every three weeks or even more frequently.

## 8 RECOMMENDATIONS

Results of this research and the presented customer personas can be utilized in marketing, customer service development and employee training. Personas help in target marketing and making marketing more personal. For example every persona owns a car, therefore M Room could do marketing in car shows or magazines, place cars in their own advertising or make car related brand products such as parking discs or car scents. Using persona's demographic information, identifiers and preferences, the ideal customers can be drawn into right customer group through target marketing. For example digital marketing can be targeted so that 35 year olds get to know more about gold membership and students more about student discounts for one-time customers. Notifications of a skin care product campaign could be send via email to members since they all are interested. Marketing campaigns and brand images can be modified according to customer persona identifiers and preferences. Since all personas dress up according to timeless dress-code and prefer short and well groomed hair styles, the people shown in M Room's marketing campaigns should also look like that. Marketing channels can also be modified since all personas claim to use several social media channels on mobile and compute as well.

Service developments include modifications to service concept and physical service environment according to persona specifiers, for example by adding more parking space for customers and paying more attention to barbers' professional skills as they are a high priority to all personas. Since Silver customer does not value the right to skip the queue merely as much as unlimited amount of haircuts for an annual fee, M Room can consider removing Silver's right to skip the queue to increase the amount of one-time customers.

Employees can be educated to connect right type of persona to right customer group using customer personas and therefore increase additional sales. Even though needs are customer specific, employees can make customer preference and need assumptions based on customer personas and save a lot of time by not asking countless follow-up question in service situations when aiming for additional sales.

This research collected valuable information into customer profiles, which were basis for creating customer profiles. Customer personas as they are do not create any specific value for the case company M Room. The real value is created when services are developed based on customer personas. This research requires a natural follow-up research that specifies which service concepts can be improved using the information of customer personas and rates how well focused target marketing is reaching the desired customer groups. Same research or similar follow-up research should be implemented in other countries aswell to gain better understanding of coutry specific customer preferences, compare cultural differences to finish barber customers and to build separate customer portfolio for each country.

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## APPENDIX HEADING

### Asiakaskysely 2016

Suoritamme asiakaskyselyn kartoittaaksemme, miten hyvin olemme onnistuneet täyttämään asiakkaidemme toiveet ja miten sinä haluaisit M Room parturiliikkeiden tulevaisuudessa kehittyvän. Kysely suoritetaan anonyymisti ja käsittelemme vastaukset luottamuksellisesti ja nimettömänä. Kyselyyn vastanneiden kesken arvomme 3 Gold jäsenyyttä, jotka ovat voimassa 3 kuukautta. Osallistut arvontaan lisäämällä sähköpostiosoitteen kyselyn päätteeksi. Arvontaan osallistuminen on vapaaehtoista.

#### 1. Ikäsi

- 16-19
- 20-24
- 25-30
- 31-40
- 41-50
- 50-

#### 2. Olen käynyt M Room -liikkeessä asiakkaana

- a) kyllä
- b) en ole käynyt M Roomissa asiakkaana

#### 3. Miten käyt asiakkaanamme?

- a) Epäsäännöllisesti, kerta-asiakas
- b) Säännöllisesti, kerta-asiakas
- c) Olen Silver jäsen
- d) Olen Gold jäsen
- e) Olen Platinum jäsen
- f) En ole M Room asiakas

#### 4. Kuinka usein käyt parturissa?

- a) 1-2 kertaa viikossa
- b) 2 viikon välein
- c) 3 viikon välein
- d) 4 - 5 viikon välein
- e) 5 - 7 viikon välein
- f) 8-10 viikon välein
- g) yli 10 viikon välein

#### 5. Mihin kellon aikaan useimmiten käyt parturissa?



- a) 8-12
- b) 12-15
- c) 15-17
- d) 17

6. Mihin kellon aikaan haluaisit mieluiten käydä parturissa?

- a) 6-8
- b) 8-12
- c) 12-15
- d) 15-18
- e) 18-20
- f) 20-23

7. Mitkä olisivat sinulle 2 mieluisinta viikonpäivää käydä parturissa?

- a) Maanantai
- b) Tiistai
- c) Keskiviikko
- d) Torstai
- e) Perjantai
- f) Lauantai
- g) Sunnuntai

8. Otatko parranajon hiustenleikkauksen yhteydessä?

- a) En
- b) Joskus
- c) Aika usein
- d) Lähes joka kerta

9. Oletko värjäyttänyt hiuksiasi parturikäynnin yhteydessä?

- a) En ikinä
- b) Joskus
- c) Säännöllisesti

10. Mikä allaolevista asioista on sinulle tärkeintä asiakkaana M Room liikkeessä asioidessasi?

(Mikäli et ole käyttänyt M Room -parturipalveluja, vastaa sen perusteella mikä sinulle parturia valitessasi on normaalisti tärkeää.)

- a) Palvelujen edullinen hintataso
- b) Parturissa käynnin nopeus
- c) Ajanvarauksettomuus
- d) Jäsenyyskortti/Mahdollisuus maksaa koko vuosi yhdellä kertaa
- e) Oheispalvelut/Tuotteet
- f) Parturin ammattitaito
- g) M Room brändi
- h) Mahdollisuus käyttää samaa konseptia eri kaupungeissa

11. Mikä sai sinut kiinnostumaan M Roomista

- a) Liikkeen sijainti
- b) Ystävä suositteli
- c) Mainos
- d) Tuttu parturi
- e) Tarjous/Lahjakortti
- f) Muu
- g) En ole käyttänyt M Room –parturipalveluja

12. Millaiseksi koet M Roomin? Valitse 3 parhaiten kuvaavaa

- Edullinen
- Erilainen
- Helppo
- Kallis
- Klassinen
- Laadukas
- Miehekäs
- Moderni
- Poikamainen
- Trendikäs
- Tyylikäs
- x) en tunne M Room Brändiä

13. Mitä seuraavista haluaisit M Roomin olevan enemmän? Valitse 3 parhaiten kuvaavaa

- Edullinen
- Erilainen
- Helppo
- Kallis
- Klassinen
- Laadukas
- Miehekäs
- Moderni
- Poikamainen
- Trendikäs
- Tyylikäs
- x) En tunne M Room brändiä

14. Jos omistat jäsenkortin niin miten sinusta tuli M Roomin jäsen?

Mikäli et ole ollut M Roomin jäsenkortin omistaja, voit jättää kysymykset 14-20 väliin

- a) Kävin ennen kertamaksulla M Roomeissa
- b) Parturi suositteli
- c) Ystävä/Tuttu suositteli
- d) Mainoksen innoittamana

15. Mikä sinulle on M Room jäsenyydessä tärkeintä?

Bonuskortit

Edullisemmat tuotehinnat

Jonon ohittamisoikeus

Mahdollisuus käyttää eri kaupunkien/maiden M Room liikkeitä

Rajoittamaton määrä hiustenleikkauksia kiinteällä vuosihinnalla

16. Mikä sinulle on M Room jäsenyydessä 2. tärkein asia?

Bonuskortit

Edullisemmat tuotehinnat

Jonon ohittamisoikeus

Mahdollisuus käyttää eri kaupunkien/maiden M Room liikkeitä

Rajoittamaton määrä hiustenleikkauksia kiinteällä vuosihinnalla

17. Mikä sinulle on M Room jäsenyydessä 3. tärkein asia?

Bonuskortit

Edullisemmat tuotehinnat

Jonon ohittamisoikeus

Mahdollisuus käyttää eri kaupunkien/maiden M Room liikkeitä

Rajoittamaton määrä hiustenleikkauksia kiinteällä vuosihinnalla

18. Miten tärkeitä jäsenyyden mukana tulevat bonuskortit ovat sinulle?

a) Erittäin tärkeitä

b) Tärkeitä

c) Kiva lisä, mutta ei kovin tärkeitä

d) Ei tärkeitä, mielummin ilman

19. Kumpi jäsenkortin ominaisuuksista sinulle on tärkeämpi?

Jonon ohittamisoikeus

Rajoittamaton määrä hiustenleikkauksia vuosimaksulla

20. Haluaisitko, että jäsenyyden voisi uusia suoraan applikaatiosta?

a) Kyllä ehdottomasti

b) Mikä ettei

c) Ei väliä

d) Ei tarvetta, sen saa kyllä liikkeestä

21. Mikä on ammattiasemasi?

a) Opiskelija

b) Toimihenkilö

c) Esimiestehtävä

d) Eläkeläinen

d) Johtotehtävä

- e) Yksityisyrittäjä
- f) Työtön
- g) Joku muu

22. Kuukausitulot?

- a) Alle 2000€
- b) 2000-4000€
- c) 4000-7000€
- d) 7000€-10 000€
- e) yli 10 000€

23. Siviilisäätö ja perhe?

- a) Sinkku
- b) Avopuoliso
- c) Puoliso ja yksi lapsi
- d) Puoliso ja useampi lapsi
- e) Yksinhuoltaja

24. Omistatko oman auton?

- a) Kyllä
- b) Ei

25. Kuinka paljon matkustele?

- a) Vähän
- b) Jonkin verran, mutta harvoin ulkomaille
- c) Paljon
- d) Paljon ja usein myös ulkomaille

26. Mikä seuraavista kuvaa parhaiten hiustyyliäsi

- a) Lyhyt ja asiallinen
- b) Trendille uskollinen
- c) Hiusmuodin mukainen
- d) Klassisen tyylikäs
- e) Oman tyylinen

27. Mikä seuraavista kuvaa parhaiten hiustuotteiden käyttöäsi?

- a) En juurikaan käytä hiustuotteita
- b) Käytän shampoota ja muotoilen välillä hiuksiani
- c) Käytän shampoota ja muotoilen usein hiuksiani
- d) Käytän erilaisia hoitoaineita ja muotoilen usein hiuksiani
- e) Käytän tarkkaavaisesti kaikkia mahdollisia hiustuotteita ja muotoilen aina hiukseni

28. Mitä seuraavista tuotteista/palveluista olet ostanut hiustenleikkuun yhteydessä useamman kerran?

Hiusmuotoilutuote  
Hiustenhoitoväline (esim. Kampa)  
Hiustenpesutuote  
Hiustenvärjäys  
Ihonhoitotuote  
Parranajo  
Parran-/viiksienhoitotuote  
Partamuotoilu  
x) En mitään edellä mainituista

29. Mistä tuotteista/palveluista haluaisit saada enemmän tietoa hiustenleikkauksen yhteydessä?

Hiusmuotoilutuotteista  
Hiustenhoitovälineistä (esim. Kampa)  
Hiustenpesutuotteista  
Hiustenvärjäyksestä  
Ihonhoitotuotteista  
Parranajosta  
Parran-/viiksienhoitotuotteista  
Partamuotoilusta

30. Mikä seuraavista lauseista kuvaa sinua eniten sosiaalisen median käyttäjänä?

- a) En käytä sosiaalista mediaa
- b) Käytän Facebookkia, mutta vain tietokoneella
- c) Käytän muutamaa sosiaalisen median kanavaa sekä kännykällä että tietokoneella
- d) Käytän useaa sosiaalisen median kanavaa sekä kännykällä että tietokoneella
- e) Vietän paljon aikaa eri sosiaalisen median kanavissa ja teen aktiivisesti päivityksiä sekä lisään kuvamateriaalia eri kanaviin kuten Snapchat, Twitter, Instagram

31. Mikä seuraavista lauseista kuvaa sinua eniten liikunnan harrastajana?

- a) En harrasta liikuntaa vapaa-ajalla
- b) Harrastan liikuntaa silloin tällöin
- c) Harrastan säännöllisesti liikuntaa
- d) Harrastan liikuntaa aktiivisesti ja tavoitteellisesti
- e) Harjoittelen aktiivisesti ja kilpailen jossakin urheilulajissa

32. Mikä seuraavista kuvaa pukeutumistasi parhaiten?

- a) Pukeudun mahdollisimman mukavasti ulkonäöstä välittämättä
- b) Pukeudun ajattoman tyylikkäästi ja korrektisti
- c) Tyylini vaihtelee ja myötäilee vallitsevia trendejä
- d) Pukeudun uusimman katumuodin mukaisesti
- e) Olen uskollinen täysin omalle tyylilleni

33. Mitä kautta haluaisit saada tietoa M Roomista

- a) Sähköposti
- b) Puhelin
- c) Sosiaalinen Media
- d) Suoramarkkinointi
- e) Liikkeistä henkilökohtaisesti

34. Vapaa palaute

Sana on vapaa, anna risuja tai ruusuja. Kehitysideoita tai toivomuksia. Miten M Room parturi voisi palvella sinua vielä paremmin?

Sähköpostiosoite

Osallistuminen arvontaan, jossa voi voittaa 3 kuukauden mittainen Gold-jäsenyys. HUOM! Sähköpostiosoite ei linkity antamiisi vastauksiin.

